

INVESTORS IN PEOPLE™

We invest in people



Feedback

Hendra Healthcare (Ludlow) Ltd

Project number: CEN-20-00860

Practitioner: Bob Morrison

Date: 25th February 2021



Investors in People

157-197 Buckingham Palace
Road, London, SW1W 9SP

+44 (0) 300 303 3033

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You did it!

INVESTORS IN PEOPLE™

We invest in people Platinum

You're at the Platinum level of our We invest in people accreditation.

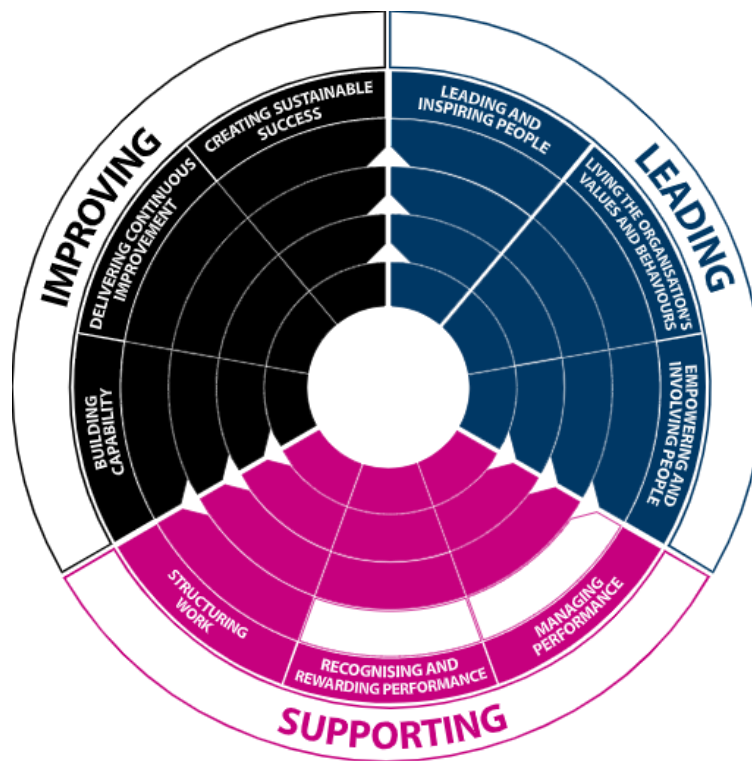
Detailed feedback and recommendations inside...

- What to be proud of
- What to work on
- Our recommendations
- What's next?

Key dates

Accreditation date	12-month meeting	24-month meeting	Accreditation expiry
8/12/20	8/12/21	8/12/22	8/12/23

At a glance



Your assessment reflects an amazing achievement in joining the top 2% of Investors in People organisations with your Platinum accreditation. This further validates your stated ambition to be the best care home in the land having achieved CQC Outstanding rating in 2017 and consistently recognised in the top 20 Care homes by residents, their families and independent bodies for five years culminating in the Employer of the Year award.

You have a well-established culture of involvement, trust and empowerment that is modelled and enabled by passionate leaders that inspire everyone to go beyond expectations to deliver excellent person-centred care. You put your people at the heart of your success by involving them in major decisions, developing their talents beyond industry minimums and ensuring they have the best resources available.

Teamwork and a shared passion for excellent care are blended with a good dose of fun and mutual respect to sustain motivation and drive despite challenges such as the current pandemic. Your sector leading results for occupancy, staff turnover, attendance, compliance, and infection control are testimony to the impact of your approach to people management.

You have a good understanding of how well you are performing albeit a little modest when carrying out your self-review against the Investors in People framework. Your improvements over the last three years have taken you to a higher level of performance.

There are only a few suggestions for further development, all of which you are already working on. These include further enhancements to succession planning, objective setting, using your values and promoting your business plan and achievements.

Everyone at Hendra Healthcare should rightly be proud of these achievements and the delight they bring to residents, families, and the community on a daily basis.

What to be proud of

- **Focus and passion** - Your people are fully at the heart of your mission to deliver outstanding person-centred care. They act as one family focused on your outcomes with a strong sense of pride and a passion for delighting your residents.
- **Transparent and inclusive** - You share your plans with everyone. They know your priorities and they shape the way you operate, make big decisions, and use your resources.
- **Fantastic leadership** - Your owners and senior management team are inspirational leaders with energy that encourages everyone to fully engage with your performance and frequently going beyond expectations.
- **Teamwork** - People support each other and collaborate without hesitation regardless of role, length of service or qualifications.
- **Your learning culture** - You provide great learning opportunities with access to qualifications and in-house learning that go beyond that expected of the roles and sector.
- **You stay on top.** You have been recognised as one of the best care homes in the land for several years and continue to receive outstanding levels of satisfaction from, residents, their families, and your stakeholders. You do not rest on your laurels and continually look for ways to improve and learn from others.
- **Your response to the pandemic** - You were quick to protect your residents and staff from the virus including staff locking themselves in and, making changes to the building entrances. This resulted in the home remaining Covid free for ten months and being recognised for your work by the NHS, relatives, and the Ludlow community.
- **You get the best out of your people** - Despite your size, you manage to stretch everyone's talents which often go beyond their own aspirations for roles and qualifications. Consequently, your turnover is low, you have no need for agency staff, and you are resilient to change and emergencies.

What to work on

You are already outstanding within the care sector and know that you cannot rest on your laurels. You have a mindset to continuously improve if it benefits your residents and their families. Based on the feedback from interviews and best practice in other organisations, you could work on:

- Making your business plan more visible and an easy read for everyone.
- Helping staff to focus on your behaviours that support your values.
- Getting more stretch into personal objectives.
- Stepping up a gear in your succession planning.
- Enhancing your staff surveys.
- Involving people in developing your approach to recognition.
- Shouting more about the impact of your operating culture on the home and community.

Congratulations on achieving Platinum!

You **care** about your people, and we know you're ambitious to do even more for them.

Our feedback focuses on what you need to do to keep improving.

Our recommendations

We've considered **who you are** and **where you're at** as an organisation. Our recommendations are designed to get you **where you want to be**.

- **Illustrate and share your business plan** - You produce a well-structured business plan that sums up the previous year's success and your priorities for the future. You could communicate the key content in a more graphical way to everyone based on your approach to blogs and other media so you can celebrate the last year's successes as well as your key priorities. Some organisations deliver an annual "State of the Nation" update with a succinct document or newsletter.
- **Tweak how you use your values and behaviours** - Your values are one of your key strengths and are at the heart of your success. Some people were unsure of the specific behaviours that support your values and there have been times when you have recruited people that struggled to live up to your values. Think about how you could more clearly define the values and use them more distinctly in recruitment, supervision, and performance appraisals.
- **Encourage a bit more stretch in personal objectives** - You are excellent at encouraging people to stretch their capabilities beyond their own expectations and there were good examples of stretch objectives (Targets in the appraisal form). You could encourage some people to set more stretching targets for themselves to make use of the many opportunities you provide.
- **Firm up your succession plans** - Your success has been enabled by the insight, inspiration and energetic drive of the current owners and Care manager. You have already taken steps to ensure the senior management team has the capability to sustain your culture but there remains a risk that some critical responsibilities may be lost through a change to a more passive owner or change in the role of the Registered Manager. Staff will also want to be assured of sustaining your culture and success. Think about how you could look at succession planning in more detail and review this on a regular basis as part of Business Plan review and SWOT analysis.
- **Build upon your staff surveys** - Make sure you use consistent questions and decide on a frequency of staff surveys, so you get a clearer picture of trends in perceptions and impact of any changes you introduce. Combine the output with feedback from benchmark surveys of residents and families to gain an insight to your levels of excellence in all aspects of running the home.

- **Reflect on lessons from the pandemic** - Your response to Covid 19 has been remarkable and you quickly adapted as a team to the way you communicate, operate shifts, cover for other roles, and make quick decisions. Make sure you take time to stop, reflect and capture the lessons to be gained that could be used in the future and the aspects of performance that you want to continue beyond the pandemic.
- **Highlight the impact on outcomes of your investment in people** - You use a range of focused metrics in your business plan analysis and have benchmark data from independent sources. The business plan reports the performance against your targets and does some analysis of impact. You could do more to highlight, communicate and celebrate the impact in both the home and the community which could be illustrated in infographics alongside your business plan or in your blogs.

What's next?

When you've had a chance to read this report, we'll explain your results in our **feedback meeting**.

WHO?

The meeting will include: Bob Morrison, Vince Birmingham and Lyndsay Giess.

WHEN?

The feedback meeting needs to be arranged after you have read the report.

WHERE?

We'll meet via MS Teams (unless Covid precautions change)

WHAT?

Together, we'll...

- **discuss your result** and our recommendations in detail.
- brainstorm how to turn our recommendations into **tangible activities**.
- develop an **action plan**, which we'll be able to review one and two years on.

To keep your accreditation, you need to:

- keep meeting the **requirements** of your award.
- meet us **12 and 24 months** down the line. We won't be assessing you again, but it'll give us the chance to **chat through your progress** against your action plan.
- be **reassessed** no more than three years later.

Don't forget to celebrate!

Let your people know who how you did. **Reward them** for their hard work and **include them** in the journey you're on.

And say thank-you to the team

It is always a privilege to visit and meet the team sat Hendra House. Their passion and humour are infectious. Their commitment in a year of challenges and worry is humbling and heart-warming. They deserve this award. Please thank everyone I met for their time and very candid responses.

Bob Morrison

We invest in people Practitioner.

Assessment results

Your results by indicator

Compared to your last assessment in December 2017, you've moved up one level in seven out of nine indicators. Seven out of nine are now at high performing.

Final outcome against 27 themes		Developed	Established	Advanced	High Performing
Note: Lowest theme level dictates final indicator outcome					
Indicator	Theme				
1 Leading and inspiring people	Creating transparency and trust				
	Motivating people to deliver the organisation's objectives				
	Developing leadership capability				
2 Living the organisation's values and behaviours	Operating in line with the values				
	Adopting the values				
	Living the values				
3 Empowering and involving people	Empowering people				
	Participating and collaborating				
	Making decisions				
4 Managing performance	Setting objectives				
	Encouraging high performance				
	Measuring and assessing performance				
5 Recognising and rewarding high performance	Designing an approach to recognition and reward				
	Adopting a culture of recognition				
	Recognising and rewarding people				
6 Structuring work	Designing roles				
	Creating autonomy in roles				
	Enabling collaborative working				
7 Building capability	Understanding people's potential				
	Supporting learning and development				
	Deploying the right people at the right time				
8 Delivering continuous improvement	Improving through internal and external sources				
	Creating a culture of continuous improvement				
	Encouraging innovation				
9 Creating sustainable success	Focusing on the future				
	Embracing change				
	Understanding the external context				

Survey highlights

Your survey results are excellent! You received a remarkable 100% positive score in all our survey questions except for three which achieved a positive score of 97%. Only two questions received a level of disagreement of only 3% (1 person) and there were no neutral responses. A small number of questions returned responses that were marginally below the equivalent questions in the 2017 survey. Feedback indicates two factors that have contributed to this. Firstly, the long-term impact of the pandemic on the care sector and Hendra House, secondly recently recruited staff may not have had sufficient time to confidently return the highest scores.

Your highest scores

- 97% of people strongly agreed that their work is interesting.
- 97% strongly agree they have the information they need to do a good job.
- 94% strongly agree that Hendra Healthcare has clear values, and their behaviour reflects those values.
- 94% have agreed objectives in the last 12 months.

...and your lowest

There are no significant negative scores but the lowest scores for strongly agreeing were....

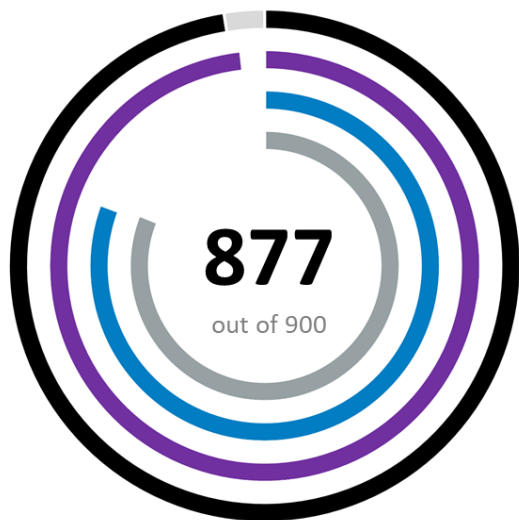
- 69% strongly agree they are responsible for improving things.
- 72% strongly agree they are trusted to try new approaches in the way they work.
- 75% Strongly agree that Hendra Healthcare embraces change.

General feedback suggests that these lower responses on change and accountability were mostly due to the constraints of national requirements for compliance and Covid related safety requirements placed on the sector.

Your overall survey score

Your overall benchmark score is remarkable and well above the average scores for all Investors in People organisations and the sector. A score of 887 out of a total of 900 currently places you in second place against all organisations with less than 50 people in your sector. Although this is a slight drop from your 2017 score by 7 points, this probably reflects the impact of the global pandemic rather than your high-performance culture that has been sustained or improved since 2017.

Benchmark



Hendra Healthcare Benchmark 2021

- **877**

Hendra Healthcare Benchmark 2017

- **884**

Average IIP Benchmark

- **726**

Average Industry Benchmark

(Human health & medical activities)

- **730**

Who took the survey?

Everyone did. You arranged for everyone to carry out the survey in a confidential setting and they all took up the opportunity to share their views. So, the outcomes are valid and fully represent the range of views.

Total responses

32 out of 32 (100%)



Your survey results by indicator

Taking a closer look at the results collated for each indicator, you outperform the average for other organisations in the Investors in People community and your sector in every indicator by a significant amount. There were four indicators where you did not match or improve on your scores from 2017. Although the changes in the others were marginal, three out of the five were improved scores.

		Strongly agree	Agree	Slightly agree	Neither agree or disagree	Slightly disagree	Disagree	Strongly disagree	Average score	IIP Average	Sector	2017
INDICATOR 1	Leading and inspiring people	87.5%	10.9%	1.6%	0.0%	0.0%	0.0%	0.0%	6.9	+1.3	+1.2	-0.1
INDICATOR 2	Living the organisation's values and behaviours	90.0%	6.9%	2.5%	0.0%	0.0%	0.6%	0.0%	6.9	+1.0	+0.9	-0.1
INDICATOR 3	Empowering and involving people	85.9%	10.2%	3.9%	0.0%	0.0%	0.0%	0.0%	6.8	+1.0	+1.0	0.0
INDICATOR 4	Managing performance	90.6%	9.4%	0.0%	0.0%	0.0%	0.0%	0.0%	6.9	+1.2	+1.1	0.0
INDICATOR 5	Recognising and rewarding high performance	79.7%	13.3%	7.0%	0.0%	0.0%	0.0%	0.0%	6.7	+1.6	+1.6	-0.2
INDICATOR 6	Structuring work	88.3%	10.9%	0.8%	0.0%	0.0%	0.0%	0.0%	6.9	+1.0	+0.9	-0.0
INDICATOR 7	Building capability	89.4%	7.5%	2.5%	0.0%	0.0%	0.6%	0.0%	6.8	+1.3	+1.2	0.0
INDICATOR 8	Delivering continuous improvement	74.2%	25.0%	0.8%	0.0%	0.0%	0.0%	0.0%	6.7	+1.1	+1.1	0.0
INDICATOR 9	Creating sustainable success	81.2%	17.2%	0.8%	0.8%	0.0%	0.0%	0.0%	6.8	+1.0	+0.9	-0.2

Your survey results by theme

Each of the nine indicators is made up of three themes providing 27 themes in total if we sort the themes from the highest scoring to the lowest, we get a range of only 0.2 in the benchmark scores. Even the lowest scoring themes are performing well above the Investors in People average.

Your people think you are strong in the way you encourage high performance, empower them and setting, measuring, and assessing your performance objectives.

Although the scores are still high, they indicate there may be room for more improvement in the way you recruit the right people, encourage innovation, involve them in decisions and recognise some contributions.

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree	Average Score	Difference from IIP Average
Highs									
Setting objectives <small>INDICATOR 4: Managing performance</small>	93.8%	6.2%	0.0%	0.0%	0.0%	0.0%	0.0%	6.9	+1.2
Empowering people <small>INDICATOR 3: Empowering and involving people</small>	93.8%	4.7%	1.6%	0.0%	0.0%	0.0%	0.0%	6.9	+1.1
Designing roles <small>INDICATOR 6: Structuring work</small>	90.6%	9.4%	0.0%	0.0%	0.0%	0.0%	0.0%	6.9	+1.1
Measuring and assessing performance <small>INDICATOR 4: Managing performance</small>	90.6%	9.4%	0.0%	0.0%	0.0%	0.0%	0.0%	6.9	+1.2
Encouraging high performance <small>INDICATOR 4: Managing performance</small>	89.1%	10.9%	0.0%	0.0%	0.0%	0.0%	0.0%	6.9	+1.1
Lows									
Encouraging innovation <small>INDICATOR 8: Delivering continuous improvement</small>	71.9%	28.1%	0.0%	0.0%	0.0%	0.0%	0.0%	6.7	+1.3
Creating a culture of continuous improvements <small>INDICATOR 8: Delivering continuous improvement</small>	71.9%	26.6%	1.6%	0.0%	0.0%	0.0%	0.0%	6.7	+1.1
Deploying the right people at the right time <small>INDICATOR 7: Building capability</small>	87.5%	3.1%	6.2%	0.0%	0.0%	3.1%	0.0%	6.7	+1.4
Participating and collaborating <small>INDICATOR 3: Empowering and involving people</small>	75.0%	18.8%	6.2%	0.0%	0.0%	0.0%	0.0%	6.7	+1.2
Recognising and rewarding people <small>INDICATOR 5: Recognising and rewarding high performance</small>	76.6%	14.1%	9.4%	0.0%	0.0%	0.0%	0.0%	6.7	+1.6

What your people told us

Leading

LEADING AND INSPIRING PEOPLE

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Base Questions							
I trust the leaders of my organisation	90.6%	9.4%	0.0%	0.0%	0.0%	0.0%	0.0%
Management communicates the organisation's ambition	84.4%	9.4%	6.2%	0.0%	0.0%	0.0%	0.0%
My manager motivates me to achieve my best	87.5%	12.5%	0.0%	0.0%	0.0%	0.0%	0.0%
My organisation develops great leaders	87.5%	12.5%	0.0%	0.0%	0.0%	0.0%	0.0%

“We are always being kept in the loop about any plans and asked for our views before they take a step forward. Even more so during lockdown.”

“Lindsay is just fantastic. She is always there for you day and night with so much energy. Vince is such an inspiration as well. You just want to go the extra mile because you know they would do that for you and the residents.”

“I fully trust our managers because they trust us to do our best and they are very open about anything they are planning or what they are thinking.”

“We could not ask for a better owner than Vince or a better manager than Lindsay.”

Your people know your plans and priorities

Everyone talked about your ambition to be the best care provider in the country and the mission to consistently deliver outstanding person-centred care for your residents and their families. They knew there was a business plan that was updated every year and could talk about the priorities that were relevant to their role and you were striving to achieve. They talked with some passion about your priorities for sustaining a client focussed environment, maintaining motivation across

the team, and sustaining a high level of training and accreditation. Most were also aware of your priority to keep costs under control or find efficiencies without compromising quality of care.

Your survey results also evidenced this with 85% strongly agreeing you communicate the ambition with a further 9% agreeing. You usually communicate your plans in staff meetings and through individual chats, but you had to make adjustments due to the pandemic, so you communicate through social media tools, phone calls and texts.

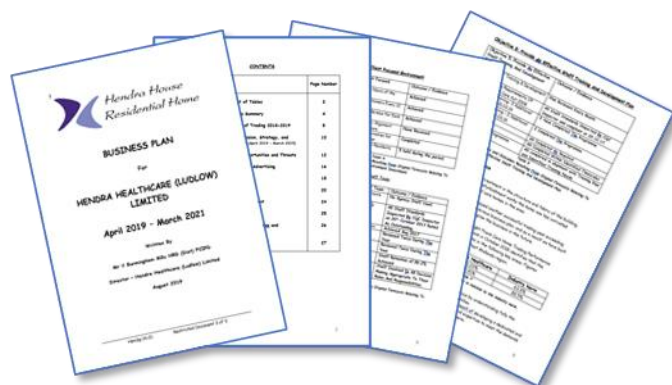
Our mission is:

"To provide a safe, caring, responsive, effective and well led service which consistently delivers outstanding person-centred care to meet fully the individual needs of our residents, their relatives and advocates at all times".

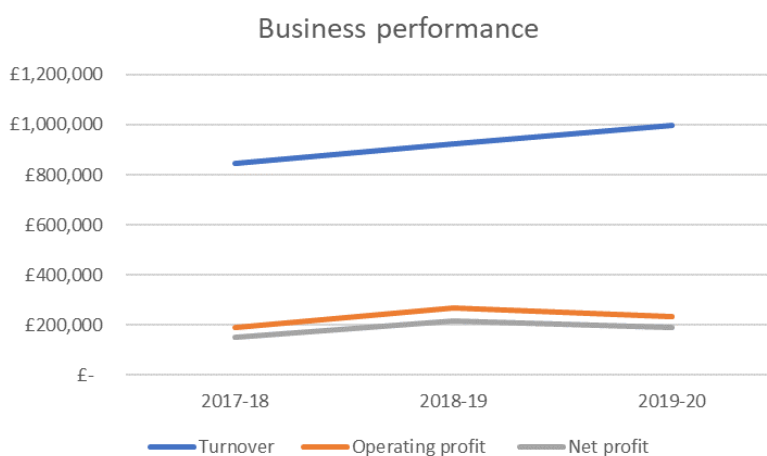
This will be achieved by developing a quality staff team whose efforts are recognised, respected and rewarded at all times and one whose views are respected and considered in the future development and planning of the business and service delivery.

But you could make your business plan a bit more accessible

The Director produces a well-structured Business Plan with a rolling two-year horizon. It is comprehensive yet succinct, developed in collaboration with senior managers and informed by contributions from across the Home and community. It includes key performance data and targets, SWOT analysis, benchmarking, and an overview of the market. It is a restricted document because it includes commercially sensitive data, so most staff have not seen it although they know the priorities and most of the targets.



Financial performance has continued to grow in line with your plans. The last year has required additional resources in response to the challenges of the pandemic affecting gross and net profits.



Trust and transparency are universal

Trust is a word that is mentioned by everyone without being prompted. They told me how approachable the owners and the Care manager were at any time of day or night and the open way they shared information, any plans and listened to ideas and concerns. People said that they trust the leaders because they are trusted themselves and always received an honest answer to their questions during meetings, one-to-ones, and informal chats.

Your culture of trust is universal and infectious. The Director and Care manager explained how they ensure they circulate the home and interact with every member of staff daily to ensure staff are engaged, happy and have everything they need. Your approach has continued throughout the pandemic via social media tools, telephone, and texts. You encourage all levels of leadership to be open and honest about decisions unless there is good reason to respect confidentiality. Many of the topics discussed within your management team meetings are shared with staff within hours of the notes being produced on the same day.

Staff volunteering to lock themselves in with residents at the start of lockdown



Your swift reaction to the pandemic illustrates how trust has had a significant impact on your resilience with staff opting to lock themselves in with residents for several weeks whilst others arranged a network to supply food and essentials when restrictions on volume purchases by supermarkets were imposed. You have also taken care to make decisions about the deployment of staff and the safety of themselves and their families. Despite the additional costs, you have gone beyond the efforts of other employers to provide PPE including scrubs for everyone and lockers so they can change clothing to avoid risk of spreading the virus. Consequently, you managed to avoid any positive cases of Covid 19 for several months.

One of the most remarkable aspects of how you support staff is your decision to retain the services of a counsellor. Several people told me how they had open discussions about sensitive issues affecting the wellbeing of themselves or family members with their manager and trusted their referral to the counsellor and any decision they took to take time off without explanation.

Our survey confirmed that 91% of your people strongly agree that they trust the leadership and the remaining 9% agree. The responses in the 2017 survey were marginally stronger with 96% strongly agreeing and 4% agreeing but this only reflects the response of one person. Combined with your own survey results, they confirm that the level of trust has been consistently high despite the restrictions on movement and meetings over the last year.

Communication works both ways

You have established a robust and consistent array of meetings, updates and one-to-one sessions that encompass management, handover, care planning, activities, and care quality. These were acknowledged as best practice in your CQC inspections, local authority audits and within your industry awards. People told me that your meetings are inclusive and interactive providing everyone with a chance to have their say in the confidence that they will be heard and get a constructive response. I observed how you model this approach in your management team meeting which was also reflected in the feedback from the people I interviewed.

Your senior leaders talked about the importance of listening as well as informing people and that you need to adopt different ways of communicating to meet the preferences and abilities of staff members. They have an intimate knowledge of team members, their families and concerns which helps them to take a personalised approach.

People gave me examples of how well you do this with managers taking time to check on understanding, changing their communication style and providing additional information when necessary. Longer serving staff told me that internal communications had improved because they have more opportunities to touch base and the improved the use of technology and social media.

You also stress the importance of informal communications, and have facilitated social gatherings at Christmas, in the summer fayre, to celebrate awards and to just have fun. Unfortunately, these have been limited during the pandemic although you have increased opportunities for online activities.

Your Employee Satisfaction surveys provide feedback on how well people are engaged with consistently high scores (5 out of 5). The most recent survey indicated that only one person felt that communication could be improved with more opportunities to get together. Feedback from interviews suggests this may be due to the limitations of physically meeting at present.

But some are missing the face-to-face chats with Vince

Prior to the pandemic, the Director was highly visible within the home on a daily basis, with his morale boosting and infectious approach to bonding the “family” together. For staff and resident safety, he has worked from home with rare visits to the home. His physical presence has been missed although he has kept regular contact with everyone via phone, text, and video.

Your leaders inspire everyone to go beyond expectations and enjoy the experience

People spoke with passion about how they are inspired by the Director, Care Manager, and their colleagues to go the extra mile to deliver outstanding levels of person-centred care in line with your mission. They see this approach is role modelled and encouraged by their managers. They clearly enjoy doing more than expected because it is appreciated and delights the residents and their families. Your high levels of client satisfaction (9.97 out of 10) and occupancy (99.91%) is testament to the impact of your culture.

Your approach to inclusive leadership gets positive results. Your last CQC inspection in 2017 found leadership to be outstanding and highlighted the consistency of inclusive and accessible approach of managers that have continued to be acknowledged in the regional and national awards you continue to achieve.



Examples included stepping out to get special ingredients for a resident's favourite meal, staying beyond the shift to help a resident prepare for a special family visit, swapping shifts to allow a

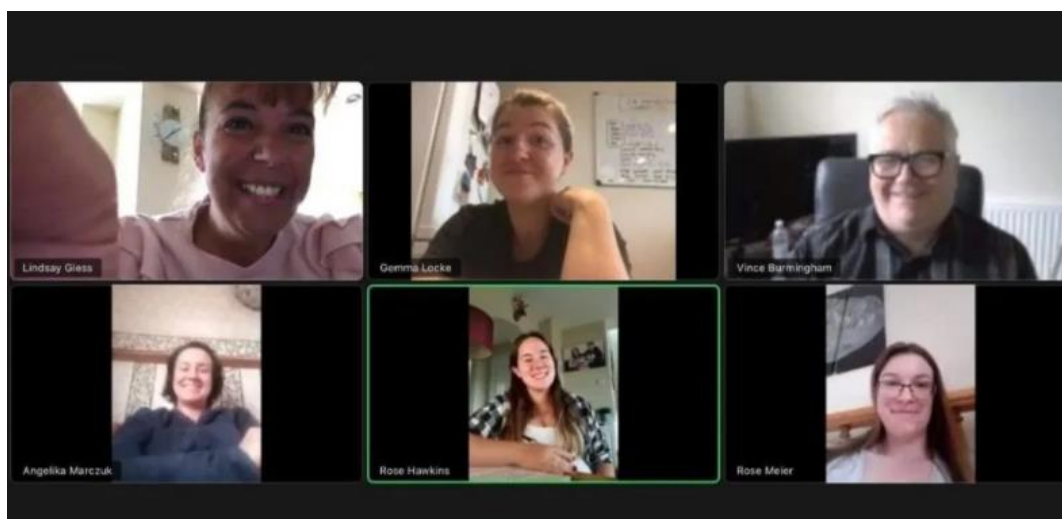
colleague to enjoy a family event and the extraordinary sacrifice of volunteering to be locked in without going home for several weeks.

Our survey confirms that everyone either agrees or strongly agrees that their manager motivates them to do their best with 86% strongly agreeing.

You have thought about the leaders you need for the future

Your management team is well established but you have thought about the type of leadership you need both now and in the future as part of your succession plans and when looking at the changing needs of residents and staff. You have also used feedback from staff to reflect on your approach. As a result, you have adjusted the capabilities you look for in potential leaders and provided accredited management development and informal mentoring to ensure you sustain these into the future. There is an even stronger emphasis on person centred management that aligns with your approach to care.

Over the last few years, you have broadened the responsibility for good leadership beyond the Director and Care manager to the wider management team who could explain their roles in detail.



LIVING THE ORGANISATION'S VALUES AND BEHAVIOURS

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Base Questions							
The values at my organisation guide the way we work	90.6%	6.2%	3.1%	0.0%	0.0%	0.0%	0.0%
I share my organisation's values	87.5%	6.2%	6.2%	0.0%	0.0%	0.0%	0.0%
My organisation has clear values	93.8%	6.2%	0.0%	0.0%	0.0%	0.0%	0.0%
My behaviour reflects the organisation's values	93.8%	3.1%	3.1%	0.0%	0.0%	0.0%	0.0%
I challenge behaviours which don't match the organisation's values	84.4%	12.5%	0.0%	0.0%	0.0%	3.1%	0.0%

“We are like a big family with strong values and that I think reflect my own approach to life.”

“We are all about our values and how we behave. We could not be the best home in the area without our strong values.”

“The atmosphere there is probably why we all stay so long. In some homes, the values are all about the residents. Here it is about everybody”.

“We could not have done the things we have for lockdown without our values and a fantastic team spirit.”

Your ethos of care is at heart of the way you work

You constantly promote your mission and values on your website, in marketing material, staff policies, your meetings and when recruiting new staff. Your own staff surveys confirm that 100% of staff strongly believe you convey the ethos and values to staff.

A remarkable 94% of people in our survey strongly agreed that you have clear values and 91% believe the values guide the way you work. Your last CQC inspection also commended your open and inclusive culture that extended across both staff and residents. The quote that is published on your website illustrates how your values apply to both residents and staff.



Everybody spoke passionately about your ethos and how this was built upon long established values and expectations for how they behaved with residents, their families and each other. They told me how your positive workplace culture was constantly promoted with enthusiasm by the Director, Care Manager, and their colleagues.

In the context meeting, you explained how you look to recruit people with values that are aligned to your own, even if they lack some of the knowledge and skills that can be developed after appointment.

88% of your people strongly believe that the values of Hendra House match their own. Although some could not recall the specific values, they could explain in their own words what the values required of them.

Passionate Leadership. By taking personal responsibility for their own area of work, stepping up make decisions and being positive about taking a lead on any aspect of providing care and making improvements. Although they recognised the passionate leadership modelled by managers, people told me that everyone is potentially a leader in providing personalised care for their residents or activities.

Individual choice, independence, and safety - People explained how they were given the freedom to make informed choices about many aspects of their work including how they provided care for different residents, modified work routines, preferences for learning and liaising with colleagues. During the pandemic, care for each other's safety and wellbeing was a shared behaviour that many highlighted in their feedback about your values.

Respect and Dignity - Although many stressed how this value related to residents, they also explained how having respect for each other and appreciating differences helped them to collaborate quickly and learn from their different experiences and perceptions. They also pointed out that this also related to having fun together and the importance of supporting each other through difficult times such as the passing of a resident.

Committed to constantly meet and exceed needs - Your stated mission is to deliver outstanding person-centred care and you described how you constantly need to look for ways to delight your residents and their families. Everyone told me how this relates to their own behaviour and the delight they achieved by going the extra mile and tailoring the care they provide to the different needs and lifestyle choices of residents.

People take pride in living your values

94% of your people strongly believe their behaviour reflects your values and this was evident in the strength of their pride in your ethos that they expressed during the interviews. They talked about how you all encourage each other to give every resident *"a positive experience every day"* and to help each other get the best out of their own job.

There is a strong emphasis on good humour, enjoying variety and motivating each other to keep the energy going throughout the shift. This has been particularly important as you have adopted longer shifts and limited numbers to work in areas such as the kitchen to reduce risks of infection.

I was given examples of how colleagues rallied round a staff member, struggling to cope with the impact of Covid on their family, staff spending their own time to shop for personal items for residents, and team members encouraging a colleague to have the confidence to take the lead on organising activities and external visits. Staff have given up their own time to accompany residents on short holidays, weddings, funerals, and family visits.

You make decisions based on your values

My observation of your management team meeting and minutes from previous meetings reveals how much you make decisions that are influenced by your ethos. Your response to the Pandemic was to go beyond other employers in supplying PPE with scrubs being provided for every role, lockers installed, and an alternative entrance created so staff can change clothes to protect both residents and staff families. Your decision to provide regular access to a counsellor for staff fits in with your ethos of caring for both residents and staff.

I was impressed to see how your management meetings are routinely structured around key headings that are aligned to your values keeping a strong focus on your ethos whilst responding to changing needs. Some of the confidential discussion I observed reflected your values-based approach to how you respond to performance issues and individual staff needs.

People told me how you always consult about decisions relating to equipment and materials, often going for quality and effectiveness rather than the cheapest. They also told me about how they have willingly sacrificed personal time and commitments to help cover for shifts when colleagues were ill, having to isolate or for important family events.

I was given examples of catering staff tailoring menus to the specific preferences of residents to the point of making special trips for ingredients or providing an unusual mix of cereals and cooked breakfast for residents.

When I got married in September 2019, my father-in-law's carer volunteered to drive him from Ludlow to Wales so that he could give his daughter away! I can't thank her enough for doing this and giving our families such wonderful memories of the day. This is just one example of "going beyond" and providing the support and care to all residents. *Resident's family feedback*

People can challenge inappropriate behaviour

Everybody I spoke to felt confident that any behaviour by a team member that did not fully support your values would be politely challenged by either themselves or their manager. Most felt that there was no need to do this but recalled examples from the past when it had taken place and team members had improved or decided to leave.

You discuss aspects of positive behaviour within 121s and performance reviews. People gave examples of where any changes in mood have been explored, expectations clarified, and support provided in a constructive but robust way. You ask people to think about how their behaviour is perceived by colleagues, residents, and visitors.

Our survey indicated that 84.4 % of staff felt they could challenge others which was slightly more muted than the other questions about values. Your own survey indicated that one or two staff felt you could be more pro-active in dealing with negative attitudes amongst some new recruits, but others told me that is part of your ethos to give people a chance to get used to your way of working and help them to develop their behavioural skills.

You know your values make a difference

In addition to the feedback from CQC, your values driven culture has been acknowledged within your awards and within the very positive feedback received from residents and their families.

You also have a strong reputation as an excellent home within the local area and with local agencies which means you have a waiting lists and high occupancy rates that outperform your

benchmark competitors. Staff turnover is exceptionally low, and attendance is high. Your own feedback indicates that your culture is a significant factor in securing this reputation.

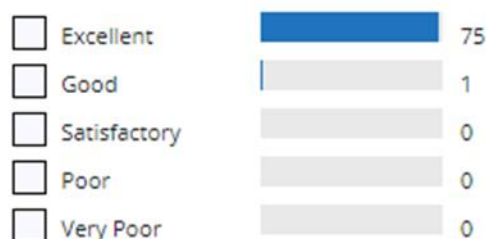
“Leadership at the home continued to be 'outstanding.' People told us the registered manager and the management team continued to lead by example. They regularly met with people and were always available when people wanted to speak with them. People described an open and inclusive culture, where their views and opinions were welcomed and acted upon by the provider”.

CQC Report 2017 – Outstanding outcome

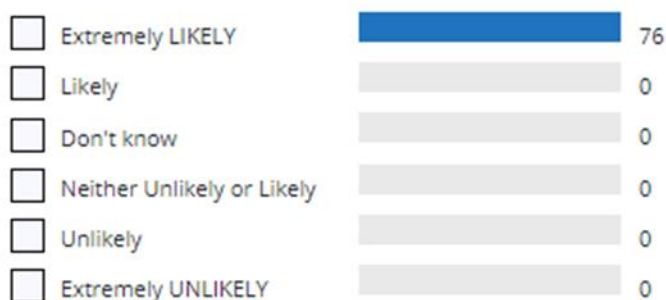


Hendra House Residential Home has a review score of 9.943 out of 10 based on reviews in the last 2 years. Over all time there were 76 reviews with an average of 5 out of 5

Average Ratings



How Likely are the Reviewers to Recommend Hendra House Residential Home?



“Hendra House is amazing! The care manager and her team have gone above and beyond any expectations in keeping the residents safe during the pandemic.” *Typical example on Carehome UK Benchmark Website*

EMPOWERING AND INVOLVING PEOPLE



“We do not have to seek permission to do the right thing, even if that is a change in our usual way of doing things. During the lock down, we were all having to make decisions on the go. It’s just normal.”

“It’s simple - We are trusted, and we all trust each other”

“We are not slow in coming forward! If I thought they were going to do something that is wrong for our residents, I would say and I know they would listen.”

People know where to find the information they need

According to our survey a remarkable 97% strongly agree that they have all the information they need to do a good job which is one of the highest scoring questions that we asked. Everyone I spoke to confirmed they knew where to find policies, procedures, and care plans. During my previous visits to the home, I observed a well organised range of document folders with easy-to-follow procedures that were accessible to both day and night staff. I was told that these have continued to be maintained and adjusted to address changes in your risk assessments and safe working practices.

You operate a comprehensive system of staff meetings, handover meetings, notices, and texts. These have been adapted with the use of video, text, and social media tools to operate safely throughout the pandemic. Managers also ensure any changes are communicated and understood through both formal and informal meetings. The management meeting that I observed included decisions about clarifying and informing staff about changes to planned training, meetings, and

weight loss monitoring. Within a day of that meeting, everyone I interviewed including night staff were aware of the changes.

People also told me that they can quickly access managers at any time if they needed urgent information or guidance. Some colleagues also possess specialist knowledge of different aspects of care such as manual handling, special dietary needs, dementia, palliative care, and diabetes. Care staff also act as the key person for nominated residents gaining an insight to their family connections, interests, and preferences. Everyone was confident they knew who to contact for information about residents and care practices whilst respecting your privacy and data protection procedures.

You trust people to use their initiative and take the lead

Trust was a word that was frequently mentioned in the interviews with everyone giving examples of how they are both encouraged and enabled to use their initiative to choose their own way of delivering care for different residents provided they stayed within the statutory requirements, your values, and high standards. Our survey confirmed this with 91% strongly agreeing they are encouraged to use their initiative and 81% strongly agreeing they are trusted to make decisions.

This aspect of your high-performance culture has played an important part in your response to the pandemic where staff have been working on longer shifts within bubbles or isolated areas of the home with fewer opportunities to interact directly with managers. People told me how they were trusted to make decisions in relation to catering, housekeeping procedures, care, maintenance, and interactions with other agencies.

People instinctively choose to step in to resolve problems and support colleagues in other roles where safe working practices and the need to self-isolate resulted in a potential shortfall in staffing.

During the period when staff volunteered to lock themselves in with residents, people took on additional roles and responsibilities without having to seek permission. Their colleagues also took the lead on securing supplies of food and essential goods when these were restricted or in short supply. When the dishwasher broke down and maintenance engineers could not visit, your team found their own solution.



Newly appointed staff commented on how much they are encouraged to use their initiative compared to other employers and quickly given opportunities to do so. Staff that are allocated as key carers for residents can follow through on their ideas to provide personalised care and work with others to provide tailored activities, decorate rooms, go on shopping trips, and liaise with families.

Catering staff have the freedom to adapt menus, recipes and how food is presented including going out to buy special ingredients. Housekeeping staff also gave examples of the freedom they have to choose how they manage their routines and interact with residents as part of your commitment to personalised care. You have brought your manual handling training inhouse after a colleague took the lead to become a trainer.

Transparency is an expectation not an option

You share a lot of information about performance, feedback from residents, inspections, and key decisions about changes with your people. Although some outcomes from your management meetings remain confidential, people understand these are either commercially sensitive or related to personal data. You produce notes from your meetings that are shared with all staff.

Everyone told me that they believe that their managers are both open and honest about plans they are considering and the background to any decisions including choices about PPE, discussions with stakeholders such as the local authority and GP practices and the outcomes of audits, surveys, and inspections.

You consult and get people involved with your big decisions

Your managers explained how they seek opinions from team members about a range of decisions including changes to the building, safe working practices, PPE, care planning, training, and resource. People were confident that they can have a say about changes and decisions that affected their role and the way the home is operated.

In the Investors in People survey, everyone believed that they have a say in decisions that affect their role with 75% strongly agreeing. Although remaining a strong result, this was one of the lowest scoring responses suggest there was room for more involvement. Feedback from interviewees suggests that this may partly be due to the high level of faith people have in the managers to make good decisions and partly due to the restricted opportunities to have informal dialogues due to the pandemic.

And they know they can challenge if you are standing still

You told me in the context meeting how you invite and welcome people to share their honest opinions about any aspect of care or working at Hendra House. Their contributions have shaped your decisions about medication policies, changes to the building, types of activities, PPE and working with NHS agencies. You also seek suggestions for improvements within your meetings, staff surveys and one-to-one sessions.

People told me they felt confident that they can constructively question and challenge any aspect of the way the home operates either directly with the Director and Care manager or through their own line manager. Most were confident that their contribution would be acknowledged with due respect and actioned where they could make a positive difference.

Supporting

MANAGING PERFORMANCE

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Base Questions							
I have agreed my objectives with my line manager within the last 12 months	93.8%	6.2%	0.0%	0.0%	0.0%	0.0%	0.0%
I feel encouraged to perform to the best of my abilities	90.6%	9.4%	0.0%	0.0%	0.0%	0.0%	0.0%
My manager helps me improve my performance	87.5%	12.5%	0.0%	0.0%	0.0%	0.0%	0.0%
I have discussed my performance with my manager in the last 6 months	90.6%	9.4%	0.0%	0.0%	0.0%	0.0%	0.0%

“We are always getting feedback on how we are doing. That includes comments from residents, their families and other visitors such as GPs as well as the manager and the people I work with.”

“It (feedback) happens all the time. It not just a once or twice a year thing and you can ask anyone to suggest how you can do better.”

“I think you will always get honest and fair feedback, but I think there are times when it takes a while for some behaviour (in others) to improve.”

Personal performance is focussed on your ambition and values

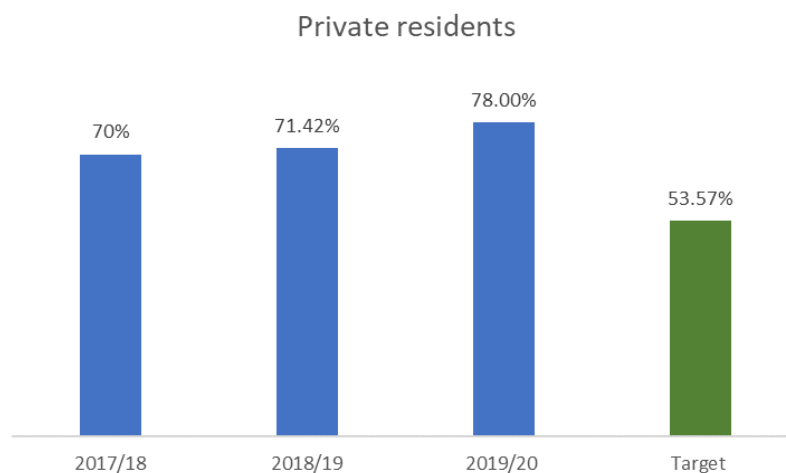
You discuss the expectations for high performance and potential objectives within the regular reviews and supervision meetings held with individual staff, during team meetings and within internal training sessions.

94% of people in the Investors in People survey agreed strongly that they set objectives every year with 91% strongly agreeing that they have discussed their performance in the last 6 months. In fact, most people I spoke to have formally discussed aspects of their performance everyone to two months and they have also had informal discussions when needs arise or objectives change.

Nearly all the objectives or targets people gave as examples were aligned to your ambition and values with some directly linked to the priorities indicated in the Business Plan. For example, objectives aimed at broadening skills and knowledge or higher-level qualifications contributed to

your strategic objective of “*Developing a Motivated Staff Team*” and by avoiding the need for Agency staff, building resilience, and creating interesting opportunities to cover other roles. Others were aimed at maintaining or improving client focus such as researching into specific healthcare needs like dementia, developing skills in palliative care and developing the capacity to bring services in house, reducing costs and tailoring them to your needs and high standards.

These priorities are also aimed at attracting and securing a higher ratio of private residents than your benchmark competitors at a time when local authority rates have been constrained which secures a higher level of revenue and occupancy and sustains the ability to invest in both people and resources. You have consistently outperformed your own targets.



Where people want to enhance their capabilities or they are performing below expectations, you have jointly set objectives aimed at improvement whilst others have objectives to coach and support their colleagues.

But some find it challenging to set stretching objectives

Most people believe their discussions about performance are aimed at getting the most out of their talents and several talked about how they had encouraged to stretch beyond their own expectations. Some were unsure of how they could set stretching objectives because the Hendra House “was always delivering outstanding care”. 91% strongly believe they are encouraged to perform to the best of their abilities according to our survey. Feedback and the examples given evidence that people are choosing to try and outperform expectations of other employers in the sector or to improve on their past performance.

People regularly check on how they are performing

Everyone recalled having formal reviews of progress throughout the year at varying frequencies between four and six occasions. These provide a good opportunity to check on performance with the emphasis on people reviewing themselves before discussing the perceptions of managers and their peers. New staff benefit from more frequent feedback as part of their probation.

People in the interviews explained that they would seek and receive informal feedback throughout the year depending upon their needs, level of confidence and experience. They gave examples of feedback from managers, their colleagues, residents, and other stakeholders. Managers also seek feedback from their teams and via the staff survey where 100% strongly agreed that managers were supportive in the last survey.

They get honest feedback when they need it

Your transparent approach to communications combined with the strong culture of trust and respect gives everyone the confidence to both give and receive feedback in an open and honest way. In the management team, I observed a discussion about how best to deal with underperformance in a constructive way, checking on any assumptions and external causes for performance issues.

Managers gave me confidential examples of how they had provided clear and frank feedback on both weak and outstanding aspects of individual performance. These include aspects of behaviour linked to your values, compliance with your high standards and collaboration with others. You take great care to base your feedback on evidence and to consider other factors influencing performance such as wellbeing, the challenges of the pandemic and any issues in their personal life.

People talked candidly about how they had discussed any issues impacting on their performance and confirmed they had honest and constructive feedback from their managers. They also gave examples of receiving feedback from colleagues with recognition for when they had done a great job and suggestions where they could go a step further.

Coaching and buddying is a natural part of your way of working

Coaching and buddying colleagues is instinctive amongst all your staff team. Notably people are encouraged to think about how they would approach a new responsibility or resolve a problem. It was suggested that this is an extension of your approach to person centred care and enabling independence where possible. Team members that were new to the home or taking on new responsibilities commented on how their colleagues would readily step in to support them by sharing their knowledge, demonstrating skills, and informally coaching them where appropriate.

I was given examples of individuals gaining the confidence to progress their careers, or take on more responsibilities such as administering medications, dealing with end-of-life issues, and covering for other roles.

People described how managers adopt a coaching approach to improving performance by focussing on achieving the outcome rather than the process and their own way of working.

You make improvements based on the outcomes from performance reviews and other sources

You explained in the context meeting how you use information from a range of sources to improve how you manage and develop people. As a small organisation, much of your feedback is gained through informal discussions and your team meetings. But you also use information from surveys, residents, and relatives' feedback or from other agencies.

Consequently, you have made changes to the way you communicate and manage people in a more personalised way, adjusted the learning opportunities on offer for personalised care, provided more resources and better equipment and provided additional support for wellbeing including the counselling service.

People told me that they have noticed the changes in management approach because of their feedback and they emphasised the impact on their morale and motivation in delivering outstanding services due to opportunities such as the counselling service, more focussed learning opportunities and greater empowerment. Staff turnover has continued to remain at 6% for the last three years with no requirement to contract temporary or agency staff.

RECOGNISING AND REWARDING HIGH PERFORMANCE

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Base Questions							
I get appropriate recognition for the work I do	75.0%	18.8%	6.2%	0.0%	0.0%	0.0%	0.0%
I am consistently recognised when I exceed expectations	78.1%	9.4%	12.5%	0.0%	0.0%	0.0%	0.0%
I feel appreciated for the work I do	84.4%	12.5%	3.1%	0.0%	0.0%	0.0%	0.0%
I am rewarded in ways that match my motivations	81.2%	12.5%	6.2%	0.0%	0.0%	0.0%	0.0%

“Working here is like winning the Lottery. I have that sense of feeling valued every day.”

“If we win an award or get a letter from a family, they always make sure it is the team that gets thanked. We even go to the ceremonies with everything paid for.”

“Vince and his wife are very generous with lots of outings, Christmas meals, wine, cakes and birthday gifts. It is not over the top - but they always choose the right way to say thank-you and well done.”

Reward and recognition are an important part of your strategy and culture

You have a custom of showing your appreciation for everybody’s contribution to your successes both formally and informally. In the context meeting, you stressed the importance of good humour, recognition, and praise in maintaining a happy and effective workforce. A common description of the home is that it is one big family, and the aim is to ensure all have the motivation and resilience to deliver high standards of care throughout the day.

Maintaining a motivated staff team is a priority in your business plans and includes recognising and rewarding high performance as a one of the ways you achieve this. You set targets and outcomes based on external scrutiny, retention data and staff involvement.

Your approach to recognition encompasses.

- A strong culture of respect for each other and personal praise in line with your values
- Investment in good training opportunities and qualifications beyond sector requirements
- Developing talents beyond their own expectations
- Investment in good quality equipment and PPE - Beyond sector expectations
- Trusting and empowering people to make decisions.
- Fully paid social events such as meals and Christmas get-together
- Generous discretionary rewards
- Generous discretionary support when staff encounter challenges in their home life.
- Access to personal occupational support including a visiting counselling service.
- Bidding and attendance at regional and national awards events
- Birthday cards and flowers
- A lot of bacon butties, cakes and easter eggs!

You maintain a monthly blog on your website www.hendrahouse.co.uk for both staff and residents. This has several entries highlighting long-service, achieving qualifications and thanking departing staff for their contribution.

Your key business priorities include maintaining a motivated staff team and your targeting of industry awards is a deliberate part of your strategy to ensure everyone feels appreciated by the home, the community, and the sector. This has contributed to high occupancy levels, retention of staff, high levels of attendance and sustained performance that ensures you remain at the top of your sector in terms of performance and reputation.



It is flexible

There is no “one-prize-fits-all” in the way you reward people. You know what motivates each one of your team members alongside any work-life factors that affect their performance, so you take care to reward people in different ways that match their needs and level of contribution. I was given examples of a variety of ways you have rewarded people including advances in pay for vehicle purchases, time-off with family, flowers, chocolates, Easter eggs, vouchers, meals out and opportunities to develop their talents.

You celebrate your successes and high performance



Caring UK Awards

When the home is nominated for regional and national awards, you take staff members and pay for all the expenses so they can be recognised and thanked for their contributions. You take care to share these opportunities around the team. You also highlight and praise your successes as they occur such as the recent feedback from Shropshire Council on your efforts to keep positive Covid cases to such a low level- 99.53% non-positive test rate compared to 81% nationally (ONS).

Your supervision/appraisal process includes ratings and performance levels that enable you to identify and recognise outstanding levels of performance across a range of capabilities. You use these more private opportunities to thank your high performers and acknowledge the impact they have on residents and their families. Feedback suggest you give credit when it is due with 78% of people in our survey strongly agreed that they are consistently recognised when they exceed expectations.

People are very focussed on success being a shared effort, so they told me that it was not appropriate to put an emphasis on individual high performers in meetings, but you do celebrate major achievements such as gaining qualifications, individual awards, positive feedback from residents and external agencies. You gave everyone a bonus for their efforts in coping with the challenges of the pandemic and you have also paid rewards for achieving milestone such as gaining CQC Outstanding status and Best Care home awards.

People thrive on your culture of praise and celebration

It was evident from the context meeting, my discussions with staff and the desktop review of your documents that you place a strong emphasis on sustaining a highly motivated team with praise, respect, and a big dose of fun. This culture of fun and positivity is infectious. During my visits in the previous reviews, people always had a smile for residents, visitors, and each other. This was noted by CQC and in several of your award's acknowledgements.

The feedback in the survey indicated that everyone feels appreciated for their contribution with 84% strongly agreeing and everyone believes they are rewarded in ways that motivates them to do the best for their colleagues and the residents on a daily basis.

Without exception, people in our survey confirmed that they get appropriate recognition for the work they do with 75% strongly agreeing. Although this is a high score, it trends marginally below most of the other questions and there were some indications from the interviews that there is a wish that pay reward could be better in the sector as a whole.

Your average pay is marginally below that of your benchmark group but in line with the local market. Your approach to reward and recognition compensates for any concern about pay for nearly everyone as evidenced in your retention levels, attendance, and high levels of discretionary effort.

STRUCTURING WORK

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Base Questions							
I am able to develop the skills I need to progress	84.4%	15.6%	0.0%	0.0%	0.0%	0.0%	0.0%
I have the right level of responsibility to do my job effectively	84.4%	12.5%	3.1%	0.0%	0.0%	0.0%	0.0%
My role enables me to work well with others	87.5%	12.5%	0.0%	0.0%	0.0%	0.0%	0.0%
My work is interesting	96.9%	3.1%	0.0%	0.0%	0.0%	0.0%	0.0%

“I love my work and they make it so easy to enjoy every part of it.”

“We are never left in the dark or uncertain about changes in procedures or regulations. They are always kept up to date.”

“No-one leaves so the opportunities to progress are limited but everyone has a chance to stretch themselves or gain qualifications if they want them.”

You adjust your structure and responsibilities to meet changing needs

As a single site care home with low turnover of experienced staff, you have not needed to make major changes to your structure, but you have revised responsibilities over time in response to shifting expectations of CQC, local stakeholders, visitors, and your residents. For example, the increase in residents presenting with dementia and clinical needs that were previously addressed within the NHS has led to upskilling staff and adjusting responsibilities. You are responding to the enhanced awareness of mental wellbeing issues affecting both residents and staff by introducing Mental Health First Aiders.

Over the last three years you have been distributing more of your leadership responsibilities across the Senior Management Team as part of your succession planning and to maximise the use of management talents. You have always sought to encourage people to take on additional responsibilities and develop their capabilities beyond their current role with many being accredited at a higher level than required. This has ensured you remain resilient to change and have the flexibility to respond to any sudden loss of expertise. As a consequence, you were able to quickly respond to the onset of the pandemic with colleagues confidently covering other responsibilities and changes in working hours.

You maintain clear job descriptions and person specifications for every role which are routinely discussed when recruiting new staff and as part of your appraisal process. I was given examples of adjustments made to job descriptions and responsibilities following performance reviews. This included the establishment of new roles to fit the level of confidence and abilities of colleagues such as the establishment of the role of Lead Carer so that a colleague can step back from a lead practitioner role.

Everyone is comfortable with their role and they understand who does what

Everybody believes they have the right level of responsibility to carry out their role effectively according to the Investors in People survey with 84% strongly agreeing. Without exception people were confident they know what is expected of them in terms of responsibilities, standards and decision making. They were also aware of the responsibilities of their colleagues working across the home. They gave examples of how they had quickly stepped in help others or cover their roles that included care staff supporting housekeeping and catering staff and vice-versa where care regulations permit.

You make sure work is interesting every day

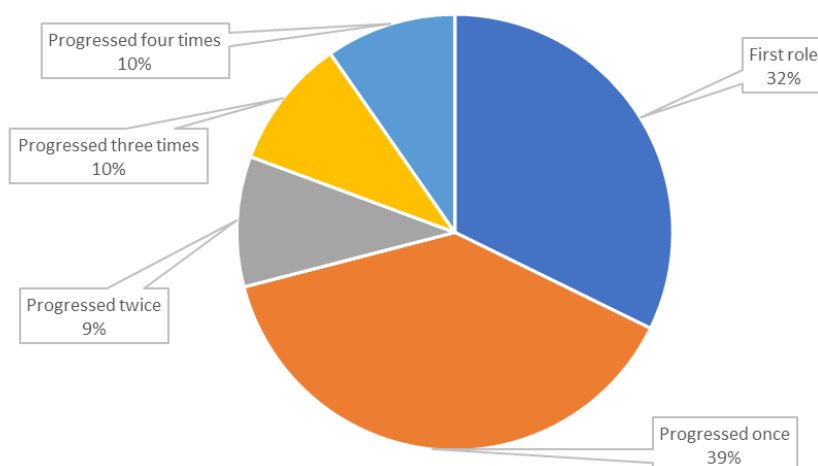
Ensuring people can cover other roles and providing opportunities to stretch their capabilities has created a culture where all their work continues to maintain their interest and engage with residents in different ways. Senior leaders told me how important this was to maintain everyone's spirit and motivation.

People told me with some passion how much they enjoyed their work due to the variety of experiences and challenges they deal with on a daily basis. One the highest scoring responses in our survey confirmed that 97% of all staff strongly agreed their work is interesting.

And they know how they can develop the capabilities to enhance their career

You recognise that there are limited opportunities within the Home for career progression due to your size and the high retention rates but you remain committed to encouraging and supporting people to enhance their capabilities so they can either progress their career within Care or they can expand their knowledge and skills within the existing role. This approach is enshrined in your values and appreciated with a sense of pride by everyone I met who talked passionately about the way they have developed their careers beyond their own expectations. Over two thirds of your people have developed their careers at Hendra House with one in ten making four steps to become leaders and managers.

Progression at Hendra House



In our survey, everyone believed they could develop the skills needed for progression if they wanted to with 84% strongly agreeing. People told me there are no barriers or assumptions about their abilities with examples of part-time kitchen assistants becoming lead practitioners in care and your Care manager progressing from Team leader within eight years.

You review and adapt processes to improve ownership

There is a well-established system of policies and practices that comply with statutory requirements for maintaining high quality care and a safe environment. These are constantly being reviewed whenever there are changes to CQC and local commissioners' requirements. You also review and revise procedures following feedback from residents, audits, and staff. These have influenced your policies on communications, safety, care, medication, and training.

You gave me several examples of how staff have been involved in revising your policies that included: changes to layout of living and dining rooms to reduce the risks of falls, revised mealtime arrangements to improve resident's sleep patterns and changes to laundry identification tags. You ask staff for their comments before revising or introducing new policies.

Hendra Healthcare's policies and procedures have been recognised as exemplary within inspection reports and several of the sector awards that you have received. They have also been adopted by other organisations as examples of best practice.

More recently, you told me about the development of targeted on-line messenger groups to enhance your communications during lockdown with aptly named groups for "*Keeping the team together*", "*Fab Kitchen*" and "*Swab Knobs*". These have enabled immediate communication of changes, issues, and decisions without the need for physical meetings. Staff choose to join these groups and have ownership of the content.

Prior to your management meetings, the Care manager invites all staff to privately message any ideas or concerns they may wish to bring to the attention of SMT. These are always considered and addressed within days if not hours of the meeting. Another example of enabling greater ownership of decisions has been the delegation of recording of Lateral Flow Test results without referring them to the Care manager saving both time in completion and delays which you were congratulated on by the local agency.

You encourage people to get together to deliver great outcomes

Although the lockdown has presented some challenges, you have continued to encourage staff to network both formally and informally by encouraging teams to get together and providing opportunities to contribute their ideas or develop better ways of working. Your meetings always make space for ideas and sharing of problems to be resolved and your social events ensure everyone know each other and have the confidence to suggest ideas. When you win awards, you take a team of staff to receive the accolade. People told me how they also use these opportunities to look at the way other homes operate and explore better ways of working.

Unlike some care homes, there are no barriers to networking across teams such as care, housekeeping, and catering. People willingly work across teams and roles to make every day an enjoyable one for your residents and their families. Examples included rearranging meals and cleaning routines to fit around family events and celebrations, supporting residents on special trips such as weddings and shopping for personal items and food ingredients.

Improving

BUILDING CAPABILITY

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Base Questions							
My manager thinks it is important that I develop my skills	90.6%	9.4%	0.0%	0.0%	0.0%	0.0%	0.0%
I have opportunities to learn at work	90.6%	6.2%	3.1%	0.0%	0.0%	0.0%	0.0%
I make use of my organisation's learning and development opportunities	90.6%	9.4%	0.0%	0.0%	0.0%	0.0%	0.0%
I know how my organisation invests in learning and development	87.5%	9.4%	3.1%	0.0%	0.0%	0.0%	0.0%
People are selected for roles based on their skills and abilities	87.5%	3.1%	6.2%	0.0%	0.0%	3.1%	0.0%

“I only came for a short time. I did not think I would stay this long and be doing the job I do. I think this is my forever job.”

“It is like joining a family. Everyone works together as one team.”

“I never had these opportunities to train and get qualifications at my other jobs and they were bigger employers.”

People have ongoing discussions about their talent development and learning needs

The annual staff appraisal and your quarterly supervision meetings include opportunities to talk about career aspirations and training to support development needs in the current role, but your approach is to have conversations about developing talents as opportunities arise either at the request of the staff member or when managers see there is potential and opportunities.

You believe passionately in growing your own talents. Everyone in our survey believed that their manager thinks skills development is important with 91% strongly agreeing. This was evident in the interviews with managers giving many examples of encouraging team members to stretch

their talents beyond their own expectations either to progress to higher roles, expand their knowledge and skills in the existing role or be able to cover other roles.

The Home provides a rich blend of flexible learning opportunities

You provide a rich blend of learning opportunities that go beyond your statutory requirements for care in terms of qualifications, content, and quality. These include:

- Health and Social Care Diplomas levels 2 - 5
- Hospitality Diplomas level 2
- Apprenticeships
- Safeguarding and DOLs
- Clinical skills
- Medication
- Infection control
- Nutrition and hydration
- Mental Health First Aid
- Verification of Death
- Food hygiene
- Dignity, Respect and Human rights

You have also developed your capacity to provide in-house and tailored learning opportunities such as manual handling, and the Hendra Dementia programme.

There is an established training schedule that includes monitoring of completed training and dates for planned activity throughout the year ahead. Some of the planned training activities for 2020 have been postponed due to the pandemic whilst other have been delivered online.

HENDRA HEALTHCARE

Completed Staff Training																C4-152											
Staff Member	Training Course	Communication	Equality & Diversity	Safeguarding Dols PVA	Fire Safety	Nutrition & Hydration	Food Safety	GDPR Awareness	FAW First Aid	FAW Emergency Aid	Infection Control	Moving & Handling	Medication	Topical Medication	Dignity & Respect & HR	Pressure Area Prevention	Care Certificate	Fire Warden Refresher	End of Life	Hendra Dementia Prog	Clinical Skills	Verification of Death	Covid Trg & Assessment	Care To Smile		H & Social Care Dips	Hospitality HK Level 2
				✓			✓					✓	✓		✓			✓			✓		✓	✓		5	
			✓	✓			✓				✓	✓	✓		✓			✓								3	
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			✓	✓	✓		✓	✓			✓	✓		✓	✓											2	

An exceptional 91% of all staff strongly confirmed they have opportunities to learn at work with the same percentage responding strongly that they make use of these opportunities. In addition to your planned activities, you also seize any opportunity for people to learn from each other or from other organisations. People told me that learning is happening “all the time” with colleagues sharing their expertise and different ways of achieving outcomes. Your minutes of management meetings confirmed that training is frequently discussed, and content adjusted to address emerging needs.

People drive their own learning and development

All the statutory learning is planned and routinely monitored to ensure everyone remains compliant. People were confident that they can request additional training to refresh their knowledge or to stretch their abilities. They also gave examples of asking their colleagues, team leaders and managers to help them to learn new skills and knowledge about aspects of different clinical needs, end of life care and nutrition.

Recruitment is focussed on getting the right people to support your current and future needs

Your emphasis is on recruiting people with a “spirit” and a passion for providing care and shared values that will fit in with your “family” even if some of the skills and knowledge has not been developed. You provide a tailored induction and onboarding process that ensures any gaps are addressed and your high standards are understood.

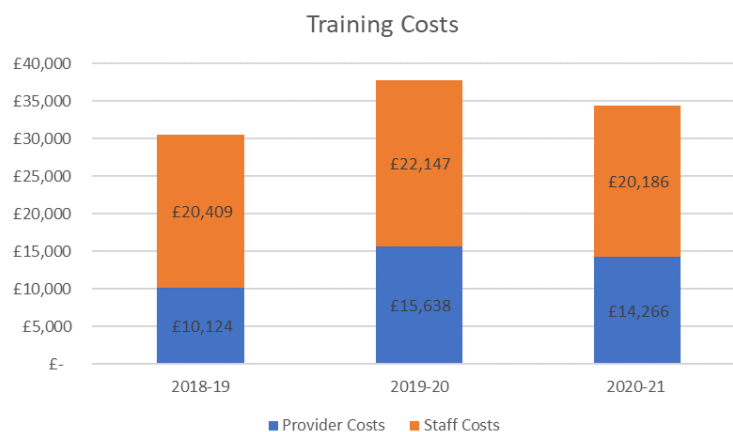
Some of your people have made a career change to care and most have progressed throughout their time with Hendra Healthcare. Recent recruits described a warm and interactive recruitment and onboarding process that included an interview, an opportunity to tour the home and in some cases - trial shadowing visits before deciding to accept a job offer.

You believe in giving people from the local community a chance to gain employment and aim to provide apprenticeships where possible. You work with schools to provide an insight to careers within Care. Occasionally your open approach has resulted in some recruits not achieving the standards of behaviour and care that you expect. I saw evidence of the extraordinary level of support and encouragement you provide whilst remaining rigorous about your standards. People tend to leave because they recognise that they cannot meet these standards. The comment that “*We do not sack people, they sack themselves*” reflects your approach.

In our survey, the scores for how well you recruit people based on their skills and abilities were particularly good with 88% strongly agreeing but this was slightly lower than other scores which may be due to some concerns that you give new staff with weaker work ethics and abilities too long to reach your high standards of care and collaboration.

You invest so learning makes a difference

Your investment in learning is a key feature in your business plan and you set aside a minimum spend on learning as part of budget planning which is typically between 6% and 7% of wage costs. You spend more than planned when there is a need or a potential benefit. This has continued to increase over the last three years although the activities that have been cancelled or postponed due to Covid 19 have resulted in a lower spend than planned in 2020-21.



Evaluation of the impact of your investment takes place within your management meetings and monitoring of the performance outcomes described in your business plan that include succession planning, resilience, statutory compliance, quality, and staff motivation.

You seek feedback from staff to adjust the content and mode of delivery for all your planned learning activities. As a result of this feedback and suggestions from staff, you have invested in providing a dedicated training room, established the capacity for more in-house training and developed a bespoke dementia awareness programme. Consequently, you are not displacing residents from communal areas for staff training, you have been applauded in stakeholder feedback on your support for dementia and you are more able to deal with new residents with more complex clinical needs. Bringing your manual handling training in-house has also saved costs on external provision and provide a more tailored approach to the use of your equipment.

Your plans include the people and capabilities needed in the future

Your business plans include objectives for providing effective staff training and development that are aimed at maintaining high levels of qualifications, meeting changes in legislation and building capacity for succession and resilience. You review these monthly and consider any needs arising from the appraisals and supervision meetings.

Hendra Healthcare (Ludlow) Limited
Business Plan Targets 2020 - 2022

Objective 5 - Provide an Effective Staff Training and Development Plan

ELEMENT	2020/21	2021/22
Review Training Plan and Training Budget	Review identified training needs and training budget every month as part of the financial plan review. <i>Responsibility: Registered Manager</i>	Review identified training needs and training budget every month as part of the financial plan review. <i>Responsibility: Registered Manager</i>
Health & Social Care Act 2008, or successive legislation.	Meet fully the requirements of the Health & Social Care Act 2008, or successive legislation <i>Responsibility: Registered Manager, Care Manager</i>	Meet fully the requirements of the Health & Social Care Act 2008, or successive legislation. <i>Responsibility: Registered Manager, Care Manager</i>
Level 2 Diploma in H&SC	Have 1 additional members of staff access the programme by 31.03.21 <i>Responsibility: Registered Manager, Care Manager</i>	Have 1 additional members of staff access the programme by 31.03.22. <i>Responsibility: Registered Manager, Care Manager</i>
Level 3 Diploma in H&SC	Have 3 members of staff accredited by 31.03.21 using the Apprenticeship route wherever possible. <i>Responsibility: Registered Manager, Care Manager Senior Care Assistants</i>	Have 3 members of staff accredited by 31.03.21 using the Apprenticeship route wherever possible. <i>Responsibility: Registered Manager, Care Manager Senior Care Assistants</i>
Level 4 Diploma in H&SC	Have 2 additional members of staff accredited by 31.03.21 using the Apprenticeship route. <i>Responsibility: Registered Manager, Care Manager Senior Care Assistants</i>	Have 2 additional members of staff accredited by 31.03.22 using the Apprenticeship route. <i>Responsibility: Registered Manager, Care Manager Senior Care Assistants</i>
Level 5 Diploma - Registered Managers Award	Have 1 member of staff complete the programme by 31.06.21. <i>Responsibility: Registered Manager, Care Manager</i>	

DELIVERING CONTINUOUS IMPROVEMENT

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Base Questions							
I look for improvement ideas from my colleagues	81.2%	18.8%	0.0%	0.0%	0.0%	0.0%	0.0%
I am responsible for improving the way we do things	68.8%	28.1%	3.1%	0.0%	0.0%	0.0%	0.0%
I am encouraged to improve the way I do things	75.0%	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%
I am trusted to try new approaches in the way I work	71.9%	28.1%	0.0%	0.0%	0.0%	0.0%	0.0%

“We are always looking for ways to make resident lives even better. They have different needs, and they are changing all the time so we need to be a step ahead if we can.”

“They do listen to our ideas and I think we have a say in most of the decisions made about PPE, equipment, buildings and how we work.”

“It is never change for change’s sake. Every change we make makes a difference to the residents. Either better support or saving time so we can spend time with our them.”

You promote continued improvement and innovation

Your people told me that they are frequently being asked if they can think of any ways to improve how you deliver care and their own working practices. They are invited to contribute their ideas in staff meetings and within their supervision chats. The appraisal form includes a question: How do you feel we can improve the service delivered to our residents?

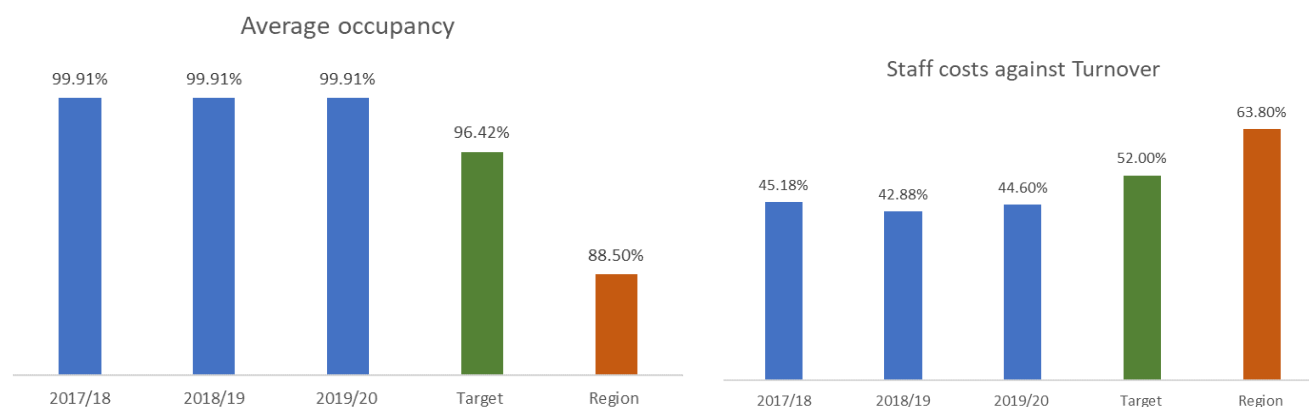
Everyone can submit both concerns and suggestions to the Care Manager prior to the weekly management meetings and they know that “The door is always open to ideas that can make a difference”. In our survey, everyone believed they are encouraged to improve the way they do things with 75% strongly agreeing.

Staff are consulted about all capital expenditure items as well as major changes to the home and how you operate it.

You look outside the home for new ideas and benchmarks

You participate in sector awards and networking events to explore alternative ways of working, get an early look at innovations and to monitor changes in the expectations of stakeholders, CQC and future clients. The Director and Care Manager are active members of sector networks including Shropshire Partners in Care and the Outstanding Managers network where you have been leading contributors to the development of vocational standards and sharing best practice.

The Director is also a Skills for Care National Employers Champion. Other care providers have visited your home to gain an insight to your approach to great acclaim. You access information on changes in Employment Law and practices through a subscription to Peninsular. You also use these links to benchmark your own performance in terms of customer satisfaction, occupancy, staff costs and ratio of private residents, all of which you outperform the sector.



You use benchmarking data as part of the business planning process to inform you SWOT analysis and revise objectives. Recent analysis informed your pricing policy to ensure it remained competitive and fair.

Residential Care Provider	No Of Beds	Market Share (%)	CQC Ratings	Customer Satisfaction Ratings	Weekly Fees Fees At 31.03.20
[Redacted]	22	17.6	Good	9.6	£825
	15	12.0	Good	9.70	£870
	23	18.4	NA	NA	NA
	15	12.0	Good	9.72	£1200
Hendra House	28	22.4	Outstanding	9.97	£825
[Redacted]	7	5.6	Requires Imp	NA	£435
	15	12.0	Requires Imp	NA	£435
Total	125				

People are curious and passionate about improving

It was evident from the interviews that everyone recognised that the expectations of residents and their families change over time and innovations in providing care can further enhance the range of support they can provide. They are curious about new ways of working that they discover through reading articles, discussions with colleagues, the agencies you work with, residents and their families. They also pick up ideas when they attend awards and training events. To underline this passion, a remarkable 81% of people strongly agree that they look for improvements from their colleagues with the remaining 19% agreeing.

You put ideas into action

As previously reported, many of the suggestions that have been made are adopted immediately with several people telling me that they are encouraged to follow through and implement them making marginal improvements that accumulate to make a delightful difference to residents as

evidenced in the surveys and comments published online and the emails you receive directly from families.

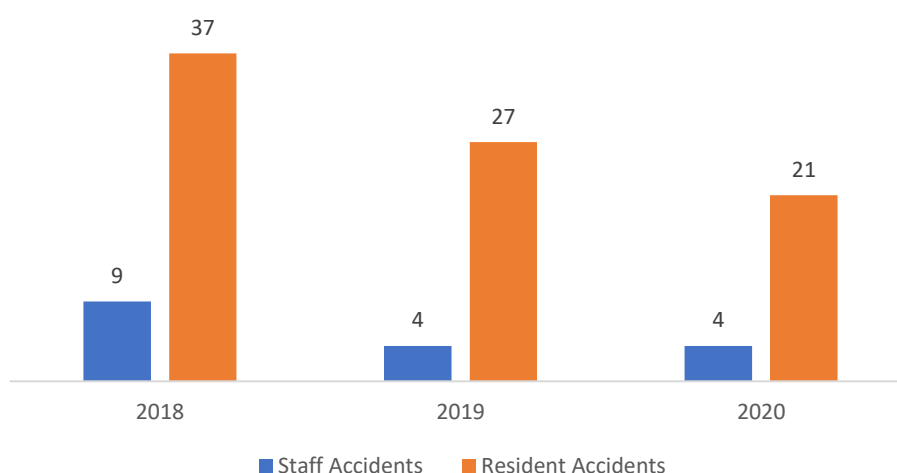
During the context meeting you identified eight significant improvements suggested by staff that have been implemented in the last year. These included changes to infection control that have contributed to your exceptionally low occurrence of positive swab tests for Covid 19, Improved living and dining facilities which combined with suggested changes in hoist equipment have contributed to your reducing levels of recordable accidents and a 66% reduction in attendance by West Midlands Ambulance Service in 2020.

Covid Swab Tests up until 11/1/2021

Month	Residents				Staff			
	Positive	Negative	Unclear	Not returned	Positive	Negative	Unclear	Not returned
June	0	28	0	0	0	25	0	0
July					0	28	0	0
August								
September					0	104	13	18
October	0	28	0	0	0	148	3	1
November	0	28	0	0	0	117	3	1
December	0	33	0	2	0	137	4	0
January	1	37	0	0	1	49	0	0
Totals								
Total Tests	1	154	0	2	1	608	23	20

Total Tests (Residents and Staff)	809	% Positives	0.247%
Total Positives (Residents and Staff)	2		

Accidents



Other improvements included:

- Rearranging mealtimes to facilitate cooked evening meals rather than a cooked lunch after a substantial breakfast resulting in reduced food waste and better sleep patterns for residents.
- Replacing the carpet cleaner with a more efficient model.
- Using names on laundry tags instead of room numbers.
- Provision of Twin Dryer to reduce waiting time.
- Installation of “state of the art” baths including Jacuzzi and aromatherapy functions.
- Larger beverage cups to improve hydration levels.
- Replacing hoists with a version that fits in the lift reducing costs of maintaining one on each floor.

Leaders are constantly improving how to get the best out of people

In your own survey 86% of staff believed that the management team is responsive to improvements. People told me you are committed to finding ways to improve their experience of work and helping them to deliver excellent levels of care.

You have improved the facilities for getting changed, ensured they have the best PPE available including scrubs for everyone, changed shift arrangements to accommodate childcare needs during lockdown and revised the layout of the laundry to provide more working space. The changes to internal communications reported earlier have improved engagement and reduced the time it takes to cascade key messages.

You use the data from residents’ surveys, CQC, Skills for Care, the Local authority, safety reporting and your own surveys to identify any areas for further improvement and report these within your business plan reviews and future planning.

CREATING SUSTAINABLE SUCCESS

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Base Questions							
My organisation is a great place to work	84.4%	12.5%	0.0%	3.1%	0.0%	0.0%	0.0%
My organisation has a plan for the future	81.2%	18.8%	0.0%	0.0%	0.0%	0.0%	0.0%
My organisation embraces change	75.0%	21.9%	3.1%	0.0%	0.0%	0.0%	0.0%
My organisation has a positive impact on society	84.4%	15.6%	0.0%	0.0%	0.0%	0.0%	0.0%

“This place is fantastic. It is like finding gold!”

“We know we are the best in the area and probably the country. Look at the awards and the other homes that come to learn about us.”

“We are not just a home; we are part of the Ludlow community.”

Your people are confident about the future success of the home

Your plans for the future are shown within your business plan and the key priorities are stated within your mission and values. The focus is on sustaining your position as the best care home in the country and consistently delivering outstanding person-centred services. Everyone understands your priorities and their own part in achieving the outcomes. In our survey - everyone believed you have a plan for the future with 81% strongly agreeing.

A few indicated that there were some concerns about the future ownership of the Home, recognising there will come a time when the current owners want to retire, but they were confident that any transfer would be to new owners with a similar ethos and passion for care.

Planning is a shared experience

Although most people did not think they were involved in developing the business plan, everyone was confident that they were involved in how any plans were developed and implemented providing examples of how they had been consulted and influenced projects such as refurbishments, capital expenditure, Covid testing and changes in shift arrangements. Within the different areas of responsibility (such as housekeeping catering and care) teams and individuals have been actively involved in planning ways of working, policies, workspace, and equipment. Your minutes from meetings reflect a high level of staff involvement. Daily, planning of activities routinely involves everyone that comes into contact with individual residents to provide person centred care.

It is a fantastic place to work

An impressive 85% of people in our survey strongly agreed that Hendra House is a great place to work with a further 12.5% agreeing. This resonated strongly with the comments made by interviewees who often described their experience as *fantastic, outstanding, and brilliant*. They told me that Hendra House was like having a second family because they were valued, well trained, included in decisions and so well supported by the owners, managers, and their colleagues.

The level of pride and passion that people exhibited when talking about their work and Hendra House was impressive and fully reflects how well they are focussed on your mission and values. This level of engagement is reflected in your staff data, employer awards and feedback from residents, relatives, and advocates. The Skills for Care benchmark data reflects the impact on absence and turnover.



Adult Social Care Workforce Data Set

Benchmarks against 61 workplaces and 1675 staff - December 2020

Pay Average hourly pay for a care worker	Turnover Staff left in last 12 months								
<table><tr><th>Your workplace</th><th>Comparative group</th></tr><tr><td>£8.72</td><td>£8.91</td></tr></table>	Your workplace	Comparative group	£8.72	£8.91	<table><tr><th>Your workplace</th><th>Comparative group</th></tr><tr><td>6%</td><td>27%</td></tr></table>	Your workplace	Comparative group	6%	27%
Your workplace	Comparative group								
£8.72	£8.91								
Your workplace	Comparative group								
6%	27%								
Sickness Average days each worker off in last 12 months	Qualifications Care staff with relevant level 2 or above								
<table><tr><th>Your workplace</th><th>Comparative group</th></tr><tr><td>0</td><td>9</td></tr></table>	Your workplace	Comparative group	0	9	<table><tr><th>Your workplace</th><th>Comparative group</th></tr><tr><td>72%</td><td>52%</td></tr></table>	Your workplace	Comparative group	72%	52%
Your workplace	Comparative group								
0	9								
Your workplace	Comparative group								
72%	52%								

People embrace change

Change is a constant feature provided it furthers your ambition and adds value to the lives of your residents. Everyone in our survey indicated you embrace change with 75% strongly agreeing and 22% agreeing. Interviews presented a positive attitude to change and confirmed that you introduce changes in a coordinated way with time and resources to implement them.

As previously reported, there have been both major and incremental changes to way meals are arranged, the use of lifting equipment, the layout of living spaces, and internal communications.

The most recent examples relate to your changes made in response to Covid 19 and protecting both staff and residents from the risk of infection. Staff collaborated on developing safer ways of working, infection control, use of PPE, extended rotas, and testing.

You make sure that your changes make a difference. By following them up with discussion during management meetings and checking in with staff and those affected. During my observation of the meeting, I saw examples of successful changes being made to weight monitoring of residents, making food presentable for those on soft diets and improving the recording of Blood Pressure readings for Ambulance Service Passports that improved accuracy.

You encourage all your staff to take a lead on aspects of improvement or to act as de-facto champions for topics such as specific clinical conditions, end-of-life support, special diets and use of technology.

Your reputation in the community and sector is high

Everyone I spoke to believed that Hendra House made a significant impact on your local community and set the standard by which all homes should aspire to at a time when some homes have attracted negative media attention. 84% believed strongly that you have a positive impact on society.



In addition to achieving your Outstanding CQC rating in 2017, your reputation as a leading provider of high-quality care is widespread and proven by the high levels of occupancy and the number of awards and accolades you have achieved including:

- Best Care Business in Shropshire - carehomes.co.uk Awards (4 years in a row)
- Achieved 5 Star Rating for Food Safety & Management
- Achieved Gold Standard for Employment Strategies
- Winner in the Employer of the Year category at the National Care Accolades.
- Winner in the Employer of the Year category at the Caring UK awards. (2 years in a row)
- Rated as Outstanding by Health & Safety Consultants
- Winner in the Best Employer for Staff Development category at the Caring UK awards
- Winner in the Best Care home in the Midlands and Wales category at the Caring UK awards
- Winner of the National Care Home of the Year category at the Caring UK awards

You are also well known in the local community as an outstanding provider of care and contribute to community cohesion through your generous donations to local charities, collaborating with local schools and sponsors/organisers of local events such as the Summer fayre.

Your efforts to keep residents safe from the Pandemic including staff locking themselves in have been recognised by the people of Ludlow with applause outside the home and a thank-you visit by the Fire Service.





info@investorsinpeople.com